



Military Review

2 Behind Friendly Lines: Enforcing the Need for a Joint SOF Staff Officer

Commander Steven P. Schreiber, U.S. Navy; Lieutenant Colonel Greg E. Metzgar, U.S. Army; and Major Stephen R. Mezhir, U.S. Air Force

The Global War on Terrorism expanded U.S. Special Operations Command (SOCOM) and Special Operations Forces (SOF) missions and created a dilemma: How does SOCOM educate enough SOF planners without compromising its capabilities? The authors propose various solutions.

9 An Unconventional War: The Philippine Insurrection, 1899

Major Thomas S. Bundt, U.S. Army, Ph.D.

During combat in the Philippine Insurrection in 1899, the U.S. Army transformed itself from a 19th-century Napoleonic army into a flexible, lethal combined arms force. The Army changed its tactics, found new uses for existing weaponry, and pioneered some techniques that are still used in Army doctrine.

11 Information Operations in Iraq

Major Norman Emery, U.S. Army

Originally developed for conventional wars, information operations can help commanders in unconventional wars such as the conflict in Iraq. Information operations can help convince the Iraqi people that they are better off choosing democracy over Islamic extremism.

15 Redefining the Foreign Area Officer's Role

Brigadier General Michael A. Vane, U.S. Army, and Lieutenant Colonel Daniel Fagundes, U.S. Army

The end of the Cold War and the rise of technologically sophisticated nonstate threats with asymmetric capabilities changed the Nation's security strategy and should reshape the Foreign Area Officer's role as strategist, not just foreign-language speaker.

20 Operation Enduring Freedom—Philippines: What Would Sun Tzu Say?

Colonel David S. Maxwell, U.S. Army

During Operation Enduring Freedom—Philippines in 2001, Special Forces units trained and advised nine native battalions in counterterrorism operations against the Abu Sayyef Group to help in the rescue of U.S. hostages. Maxwell believes the effort would have been more successful had U.S. leaders followed Sun Tzu's advice—know your enemy, know yourself.

24 Preparing Leaders for Nationbuilding

Lieutenant Colonel Patrick J. Donahoe, U.S. Army

In Iraq and elsewhere, the Army asks battalion and company commanders to be civic affairs officers and nationbuilders. Donahoe uses Victor Joppolo, the hero of John Hersey's World War II novel, *A Bell for Adano*, as an example of what an effective civic affairs officer should be.

27 A History of Unit Stabilization

Colonel John R. Brinkerhoff, U.S. Army, Retired

One of the persistent themes in the Army is that stabilizing personnel in units will improve readiness and retention so soldiers can operate as teams. Despite the concept's desirability, the Army has yet to sustain it.

37 Army Transformation: The Human Condition of Soldiering

Captain Robert G. Delaney, U.S. Army

In the late 1990s, the Chief of Staff of the Army announced that Fort Lewis would be the site of initial efforts at Transformation. The Transformation challenge was to transform the "culture of the unit" from that of a heavy force to one that reflected a common warrior culture.

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40 Develop People and Units Before Developing Technology

Major Bob Krumm, U.S. Army Reserve

The Army has long studied the requirements for the Objective Force, which it expects to field between 2010 and 2020. The new operational and organizational plan would depend heavily on technological improvements.

49 The National Committee for Employer Support of the Guard and Reserve

Major General Bob Hollingsworth, U.S. Marine Corps, Retired,

ESGR helps USNG and USAR soldiers balance responsibilities to employers while honoring their military commitment; informs employers of reservists' service to the Nation; resolves conflicts between reservists and employers; and recognizes employers who help reservists employees.

53 Uniformed Services Employment and Reemployment Rights Act

Major General Bob Hollingsworth, U.S. Marine Corps, Retired,

Enacted in October 1994, the Uniformed Services Employment and Reemployment Rights Act provides reemployment protection and other benefits for veterans and employees who perform military service.

56 Homeland Defense: The Pennsylvania State Guard, 1941-1953

Lieutenant Colonel Brent C. Bankus, U.S. Army

The Office of Homeland Security was created on 8 October 2001, 2 days after the most extreme terrorist attacks in America. But Homeland Defense is not a new concept. In 1940, when most ARNG and USAR units were sent overseas, many states raised new forces for home defense duties.

Insights

59 Army Value Added Along the Way Ahead

Lieutenant General E.P. Smith, U.S. Army, Retired

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Major Richard D. Moorehead, U.S. Army

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Lieutenant Colonel William G. Phelps, Jr., U.S. Army

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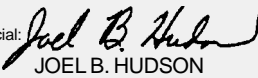
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Colonel Gregory Fontenot, U.S. Army, Retired

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